

## **The Public Market**



## **El Mercado Público** International Marketplace Wichita, Kansas

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Roberto Baeza

Consultant

316.644.0695

"This Business Plan is confidential"

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## **I EXECUTIVE SUMMARY**

El Mercado (Public Market) will be an indoor market in what is currently the Disabled American Veterans (DAV) building, located near the intersection of Market and 21<sup>st</sup> street. This area will be developed as the International Marketplace District. This project will be sponsored by the City of Wichita and a Community Development Corporation (CDC), which is in the process of being created.

### ***I.1 Mission***

El Mercado will help to guarantee the economic development and success of the small businesses along the 21<sup>st</sup> Street North commercial corridor and provide a focal point for the proposed International Marketplace District, centered at 21<sup>st</sup> Street and Broadway. This will be accomplished by combining the positive elements of multi-cultural indoor markets, including unique crafts, foods, beverages and community festivals. It will also provide the ethnic enclave where people participate in social interaction, and education awareness about ethnic and cultural customs and traditions.

### ***I.2 Objectives and Opportunities***

Wichita's Mercado (the market) will create the opportunity to lawfully sell unique Hispanic / Latin American ethnic merchandise under Unique Selling Advantage (USA) guidelines, based on low-income spending patterns, but will be attractive to middle and upper income consumers.

El Mercado will stimulate entrepreneurial activity among local residents and provide a forum where health providers, educators and non-profit organizations can promote their programs and provide direct service.

Income will be obtained from fees collected from vendors for leasing of stalls in the building. Eventually this will ensure El Mercado's ability to operate self-sufficiently over time.

El Mercado and the surrounding International Marketplace District would serve as the main place where ethnic / Hispanic festivities are celebrated.

### ***I.3 Funding and Financial Projections***

The total development start-up and operational costs for the first year for El Mercado (including purchase of the DAV building, land, repairs, maintenance, taxes, utilities, licenses, marketing, consultants, management and staff) is projected to be \$603,010.00.

The total cost to operate El Mercado for the second year (including utilities, maintenance, marketing, security, cleaning services, management and staff) is projected to be \$148,192.00.

In the third year of operations, El Mercado is projected to have a total income of \$251,020.00 and a Net Operating Income of \$93,100.00, primarily from fees paid by vendors.

In the first year, start-up income is expected to come from three different sources: \$166,620.00, from the City of Wichita, for building and land acquisition; \$350,000.00, from the CDC, for licenses, permits, maintenance, improvements, and management. The CDC would use government programs, grants, foundations and bank loans.

The author of this report expects to make an additional in-kind contribution of approximately of \$1,500.00 in donated labor at start-up to assure El Mercado's success.

## II PROJECT DESCRIPTION

### II.1 Market Analysis

This market analysis is the result of 200 interviews among diverse individuals living in the North, South, West and East areas of Wichita and neighboring cities.

The consultant interviews are based on two main components: an evaluation of whether the number of vendors and customers needed, for the market to succeed, can be attracted. These two components depend upon each other.

A. To be considered **potential customers**, people **living** in the community **or out of town** stated:

- 1- They would shop at the market because of the quality and uniqueness of the products. This quality of merchandise should not be found at any other place
- 2- Variety and seasonal products are another big attraction for shoppers to go to the market.
- 3- Families often would come together to shop at the market, specially during the weekends
- 4- The market is a recreational shopping and eating establishment
- 5- Older people would like a market because they would feel attracted to an environment that reflects social interaction between buyers and vendors.
- 6- People from different areas and tourists from other cities would like to have another destination point to visit and shop while they spend time with their families.
- 7- To see mixed merchandise, uniqueness and variety on the products different that the ones found in regular supermarkets, retail stores and shopping malls.
- 8- That is what Wichita Needs!
- 9- Why do other cities have one, and Wichita has none?
- 10- Hispanic hand-made crafts; ethnic clothes and "huaraches" (sandals) are among hot items that people like to buy.
- 11- Household average 3.6 persons
- 12- In Wichita a percentage of 10.4% of the total population is Hispanic and 6.75 live in the north area
- 13- El Mercado primarily will serve families living in the North Area with a yearly fixed income between \$15,000.00 and \$22,000.00
- 14- Local residents in the North Area are mostly Hispanic newcomers and, 2<sup>nd</sup> and 3<sup>rd</sup> generation Americans
- 15- Most of these families have more than three children, between the ages of 3 months and 18

- 16- Some people did not know about the small Hispanic businesses and their merchandise
- 17- People from different areas, consider the north area unsafe

B. To be considered as **potential vendors**, people **living** in the community or **out of town**, stated:

- 1- People would like to participate as a vendor at El Mercado if there was an organization to help them with information and financial sources.
- 2- People would like to participate as vendors, but are unable to due to personal and financial situations (mostly Hispanics)
- 3- People wanted more information to make a decision about participating as a vendor at El Mercado.
- 4- People did not know about organizations that would provide assistance to small businesses or entrepreneurs (mostly Hispanics)
- 5- Hispanic business owners considered that their businesses are not in a healthy financial situation
- 6- People out of town showed interest in being a vendor at the Public Market (Mercado Publico)
- 7- People stated that people in Wichita are not ready for a Public Market (Mercado Publico) or did not want to participate in the project or research

C. Based on the interviews, El Mercado should operate from 12:00 p.m. until 7:00 p.m. from Monday through Thursday and weekends from 10:00 a.m. to 9:00 p.m. during the first six months of operations. Depending on the number of customers visiting El Mercado during the first six months, the hours and days of operation could be increased or reduced.

## ***II.2 Sponsorship and Management Responsibilities***

### ***Sponsors***

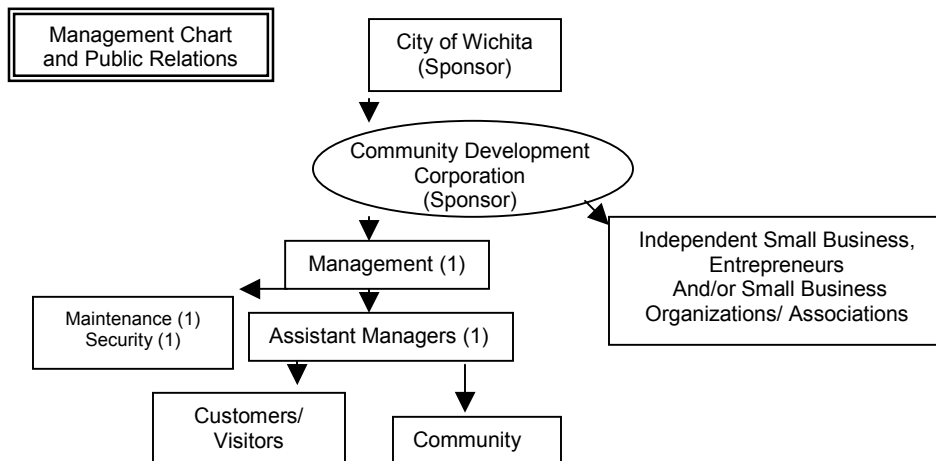
The City of Wichita will be responsible for land and building acquisitions. The City will work with the CDC to look for funds to cover El Mercado's start-up costs for the first year and to cover some operating costs up to the second year.

The City of Wichita and a CDC will agree on a "workplan" where the City of Wichita, based on their legal codes and procedures, hires the CDC as a non-profit organization to manage El Mercado.

The CDC members must have strong business / financial expertise and experience, as well as a good image and moral behavior. They must be well connected with community and government organizations, the Small Business Administration (SBA) and the local World Trade Center, and knowledgeable of bank programs and special financial projects for existing or new small businesses.

The CDC board will hire one on-site manager, one assistant manager, one maintenance person, and one security person with prior authorization from the City of Wichita. El Mercado employees will not be city employees.

Please refer to the following organizational chart:



When recruiting vendors and entrepreneurs for El Mercado, the on-site manager and CDC are responsible for providing them with financial information, seminars and trainings. Some of these resources can be obtained from local chambers of commerce, the SBA and the Small Business Development Center (SBDC) at Wichita State University (WSU).



These seminars and information will be free to established businesses and new entrepreneurs.

### ***Management and Staff***

Management and staff will have a 90-day probationary period of employment. At the end of this 90-day probationary period, CDC board members will conduct a performance review and recommend salary increases or termination. Yearly performance evaluations are conducted.

All employees must comply with drug screening and criminal background checks.

### **Job Description and Qualifications for On-site Manager**

The on-site manager shall be paid \$25,000.00 per year as a full time employee, during the 90-day probation period after which his salary is increased to \$27,000.00.

The manager will supervise one assistant manager, one maintenance person and one security person who will be hired to fulfill requirements for community relations, marketing, maintenance and security operations.

The overall functions as an on-site manager are primarily but not limited to the following responsibilities:

- a) The on-site manager provides sponsors with regular status reports
- b) Keeps track of the number of customers and tourists
- c) Determines the percentage increase or decrease in general sales
- d) Recruits vendors and start-up entrepreneurs
- e) Screens leasing contracts for new entrepreneurs and vendors and negotiates existing contracts.
- f) Supervises vendor compliance with regulations and building codes
- g) Evaluates staff performance
- h) Supervises maintenance and cleanliness of the property
- i) Promotes El Mercado as a destination point and shopping area
- j) Implements a full year calendar or events, writes press releases and newsletters
- k) Networks with local chambers of commerce and small business owners to combine efforts to make the International Marketplace a successful commercial area

- l) Assists tenants with finance information, merchandise and stall design
- m) Identifies capital improvement needs
- n) Delegates responsibilities to assistant manager
- o) Provides assistance to customers in a friendly manner
- p) Must be knowledgeable of the types of businesses, merchandise and services offered at El Mercado

The on-site manager must have a Business Administration or Accounting degree or proven experience running similar businesses. The on-site manager has to be experienced in working with bank and government commercial and financial programs for small businesses in the area.

Candidates for the on-site manager position require strong entrepreneurial skills, be energetic and self-motivated and exhibit a positive attitude towards the project.

He / she must be outgoing, and have strong computer, accounting, organizational, bilingual, communication, and public and community relations skills.

### **Job Description and Qualifications for Assistant Manager**

The assistant manager shall be paid \$20,000.00 per year as a full time employee, during the 90-day probationary period, after which his salary is increased to \$22,000.00.

The assistant manager will provide support for the on-site manager by complying with responsibilities delegated to him by the on-site manager.

The assistant manager must have business administrative knowledge and proven experience in running similar businesses.

- a) Provides assistance to customers in a friendly manner
- b) Must be knowledgeable of the types of businesses, merchandise and services offered at El Mercado

Candidates for this position must have strong entrepreneurial skills, be energetic and self-motivated, and exhibit a positive attitude towards the project.

He / she must be outgoing person, and have strong computer, accounting, organization, bilingual, communication, and public and community relations skills.

### **Job Description and Qualifications for Maintenance Person**

The maintenance person shall be paid \$18,000.00 per year as a full time employee, during the 90-day probationary period, after which his salary will be increased to \$20,000.00 per year.

He / she must be experienced in maintenance of commercial buildings, and be knowledgeable HVAC and plumbing.

- a) Performs regular internal facility maintenance
- b) Works with vendors to recommend preventive maintenance on stalls in building (is not responsible for maintenance on vendors property)
- c) Works closely with managerial staff on building cleanliness and upkeep
- d) Advices management on any major repairs needed
- e) Must be friendly and easygoing
- f) Provides assistance to customers in a friendly manner
- g) Must be knowledgeable of the types of businesses, merchandise and services offered at El Mercado

Candidates must be outgoing persons with strong, bilingual, excellent communication, and public relations and community skills.

### **Job Description and Qualifications for Security Person**

The security person shall be paid \$18,000.00 per year as a full time employee during the 90-day probationary period, after which his salary will be increased to \$20,000.00 per year.

Applicants for this position must have 4-5 years of police, military or security work experience in public areas, a valid driver's license and must pass a Kansas Bureau of Investigations background check & drug screening.

Candidates must be outgoing persons with strong, bilingual, excellent communication, and public relations and community skills.

- c) Conducts daily rounds of inside and outside of building, and parking lot
- d) Establishes work relationships and communicates with vendors to promote a safe environment
- e) Provides assistance to customers in a friendly manner
- f) Must be knowledgeable of the types of businesses, merchandise and services offered at El Mercado

### ***II.3 Facility Conditions***

After careful analysis of the following buildings in the area, the DAV building on Market St. is recommended for use for El Mercado.

Prior to determining the ideal location, the following sites were evaluated for possible use as El Mercado:

2753 N Broadway, Storage Building (Does not fit specifications required)

2339 N Broadway, Storage Building (Does not fit specifications required)

2341 N Broadway, Storage Building (Does not fit specifications required)

2130 N Market, Storage Building (Fits specifications required)

2157 N Market, Downtown Row Store (Does not fit specifications required)

2141 N, Market, Movie Theater (Does not fit specifications required, high cost for getting current concrete to down level with the ground)

2158 N Market, Downtown Row Store (Does not fit specifications required, but could be considered for a future addition / expansion of El Mercado)

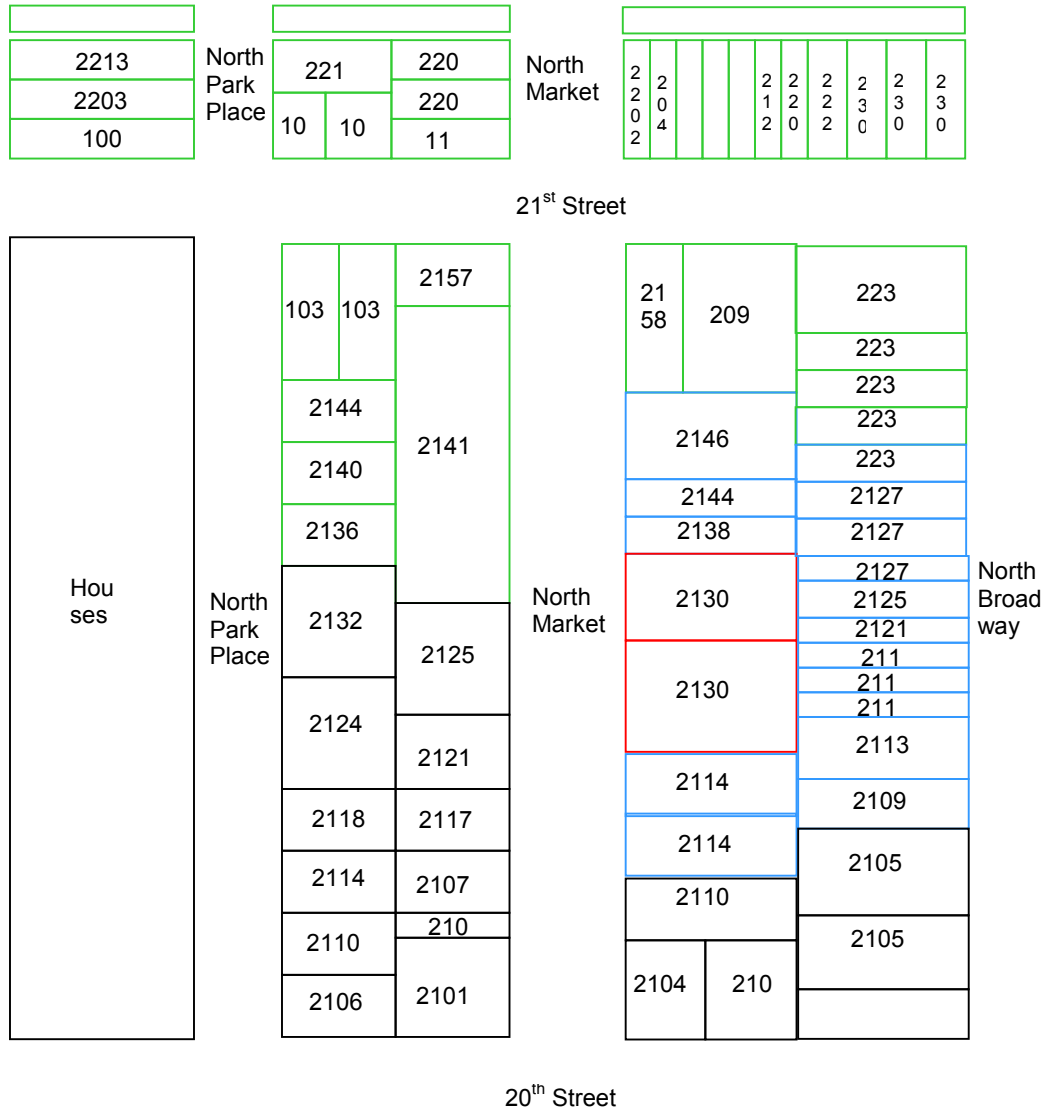
209 E 21<sup>st</sup> Street, Downtown Row Store (Does not fit specifications required but could be considered for a future addition / expansion of El Mercado)

After careful consideration, the DAV building on Market Street is recommended because of its size, location, price and structure. The DAV building would not only provide an ideal beginning point for El Mercado but also, because of the buildings and parking area adjacent to it, it allows enough space for future growth and expansion, including an outdoor element. Currently, the DAV site could hold around 60 parking stalls.

As part of a long-term vision for the project, the future acquisition of buildings around the main facility chosen for El Mercado must be considered.

Please refer to the sketch on the following page.

## Potential Location for the International Market Place



Location of DAV building and Projection for Expansion  
*(Refer to 21<sup>st</sup> St. North Corridor Revitalization Plan for description of International Marketplace and detailed maps)*

## 21<sup>st</sup> Street

North Park Place	103	103	2157	North Market	2158	209	223	North Broad way	
	2144		2141		2146		223		
	2140				223				
	2136				223				
	2132				223				
	2124		2125		2144	2127	212		
	2118				2138	2127	2125		
	2114		2130		2130	2121	2119		
	2110					2115	2115		
	2106		2101			2114	2113		2113
						2114	2109		2105
					2110	2105	2105		
			2104	210					

## 20<sup>th</sup> Street

Building and parking lot considered for El Mercado

Buildings considered for future addition to El Mercado

**Site Conditions:** The DAV building proposed for El Mercado has the followings characteristics:

- a) Adequate plumbing for restrooms and prepared food stalls, per code – check with the Office of Special Inspections (OCI)
- b) Trees and grass should be planted and well maintained to enhance the look of the building

- c) The structure of the building allows for the placement of a large metal sign advertising El Mercado per the sign code – (OCI)
- d) Because of the wind factor and tornadoes in the State of Kansas, the building must have a wind deflection design - (OCI)
- e) Durable picnic style tables and chairs near the entertainment stage would create a welcoming environment for shoppers to enjoy their food and local performances
- f) An environmental contamination inspection is strongly recommended due to the nature of the establishment
- g) Have numerous sets of doors (2 at least) to allow customers to walk in or out carrying merchandise, as well as an appropriate number of emergency exits
- h) The facility must comply (in some part) with the City, Fire Department, Health Department and Central Inspections codes for public places
- i) After repairs and modifications, the building will have adequate ventilation to allow air to flow easily in the facility to prevent air pollution and bad odors
- j) The type of insurance policy would be similar to that carried by supermarkets and retail malls. The coverage must be determined after knowing the type of vendors and the merchandise allowed in the building.
- k) An energy efficient lighting system and a good amount of light from windows will help reduce energy expenses
- l) Adequate electrical installation to allow vendors to use commercial appliances
- m) Adequate garbage removal, specially if prepared food is sold in the facility

**Design:** The characteristics of the building will be strongly influenced by the surroundings. The International Marketplace District is considered “The Hispanic Area”. Therefore, the architectural design and image of the building should reflect a Spanish Colonial style. The uniqueness of its architectural design will not only enhance the area but also be a key point of attraction for all. At the same time, the multi-cultural aspect of the Mercado site and its vendors should be kept in mind during the design process. In so doing, other complementary cultural architectural elements should be incorporated wherever possible.

**Size:** The size of the building depends directly on the demand from potential vendors and entrepreneurs. The DAV building fits the current local demand to house 15-20 vendors. Recruiting vendors and start-up ventures is a key factor. The size is ideal because it is not so large that it appears isolated, nor so small as to prevent adequate circulation between stalls.

Per the market analysis made by the consultant, a 10,000-20,000 square feet building would fit the current needs for El Mercado. The DAV building has 11,226 square feet.

**Visibility:** Because of its location, the DAV building will allow both pedestrians and motorists to see El Mercado from busy streets (West and East 21<sup>st</sup>, Broadway, Market). People coming from highway I-135, K-96 and different areas in the City such as Downtown or Midtown, will see billboards promoting and guiding motorists to El Mercado

**Ownership:** El Mercado (DAV building and land) should be owned by the city and operated in partnership with a city-sponsored CDC. This is recommended in order to lower costs in property taxes and special taxes. In addition, the acquisition of adjacent buildings (refer to table on appendix) facilitates future expansion, structural changes and growth.

**Access and Parking:** The DAV building for El Mercado is accessible to customers arriving by foot or vehicle and to delivery trucks. Three to six parking spaces per vendor are possible at the beginning of the project. Expansion of parking spaces might be necessary depending on the increased numbers of vendors and visitors.

At the beginning, fifteen vendors at El Mercado will require 60-90 parking spaces. Currently, the DAV parking lot might hold around 60 vehicles. Required landscaping might alter this number.

**Location:** The DAV building for El Mercado is located near the intersection of Market and 21<sup>st</sup> Street, at the center of the proposed International Marketplace District. This will help better serve the local community, improve commercial revitalization of the area and its role as a key piece of the International Marketplace (please see sketch).



## ***II.4 Criteria: Merchandise, Vendors, Stalls & Leasing***

### ***Merchandise***

The economic core of El Mercado will be an assortment of vendors who provide unique ethnic Hispanic Latin American goods and services to the community and surrounding areas.

The mix of products will include small ethnic novelties and souvenirs, fruits and vegetables, fine arts, handmade and imported crafts, traditional toys and ceramics, farm fresh produce, prepared foods, books, a coffee shop, a flower shop, folkloric and unique jewelry, shoes, clothes and specialty beverages, provided by local vendors at accessible prices.

The types of merchandise offered by vendors must be unique, of better quality and at a lower price, than the products commercialized in supermarkets and existing businesses in the area.

Vendors are responsible for complying with foreign trade regulations if imported merchandise is commercialized.

The variety of merchandise, products and food will be required to adapt to some of the City regulations and CDC guidelines in order to participate in this project.

### ***Vendors***

People living in the community, current business owners and start-up entrepreneurs within city limits are invited to participate as potential vendors in El Mercado.

A previous evaluation for complying with City, CDC and management regulations will be required.

El Mercado's merchandise will reflect Hispanic / Latin American Culture; however, vendors can be from different nationalities as long as the main theme of El Mercado and its merchandise is maintained.

Vendors can be recruited from people in the community, local small businesses, and other areas in the City using advertising, newsletters to local chambers of commerce and presentations in neighborhood and business associations.

Vendors must be able to prove the proper financial stability and business management skills, in order to ensure their sustainability, the success of

their business, and the success of El Mercado and surrounding businesses.

Based on research made by the consultant as a part of the market analysis, the number and type of vendors and merchandise required for El Mercado are:

Total vendors required the first year: 15-20

(2-3) Hispanic / Latin American crafts merchants,

(2-3) Vendors of different Hispanic / Latin American prepared food

(1-3) Local farmers

(5-10) Vendors selling Hispanic / Latin American imported or unique folkloric / ethnic toys, crafts, jewelry, cloths and shoes, merchandise or services

(1) Coffee shop from Hispanic / Latin American Countries

(2) Hispanic / Latin American Bakery

(2) Specialty and mixed Hispanic / Latin American beverages shop

(2-2) Flower shop

(2-2) Hispanic / Latin folkloric fine arts shop

(2-3) Bookstore offering educational and Hispanic literature

### ***Entrepreneurship Opportunities***

El Mercado will also serve as an “incubator” for new entrepreneurs wanting to start their own business. El Mercado’s management team and CDC will provide them with education, networking and proper resources in order to motivate their participation and contribute to their success.

The management team and CDC are also responsible for guiding them in obtaining permits, financial information, and assisting them with merchandise information, marketing and promotional activities.

Presentations promoting El Mercado and its entrepreneurship opportunities should be held at local high schools, technical colleges and universities in order to attract and recruit new entrepreneurs.

Start-up entrepreneurs can be from different nationalities, ethnicities and / or cultures, as long as the main theme and merchandise types are maintained.

This evaluation will provide results in order to make appropriate recommendation or modifications, if needed, in order to avoid financial losses and to diversify participation in the project.

### ***Stalls and Aisles***

The size of the stall will depend on the product or services provided. Prepared food and beverages vendors could use more space than crafts or book vendors could.

The recommended size for each vendor to start with, is from 100 up to 200 square feet. Stalls of 75 sq ft to 95 sq ft are also recommended. To accommodate the greatest number of vendors, to keep the cost of rent affordable and to force vendors to use their selling spaces efficiently, the size of stalls could be minimized. (Please refer to sketch on the next page).

In order to assure El Mercado's success, the objective would be to rent as many stalls as possible.

Aisles are kept reasonably narrow, generally 8 ft to 10 ft across.

Having 20 stalls of 100 sq ft each is equal to a total of 2000 sq ft, leaving a total of 9,226 sq ft left from a total building size of 11,226 sq ft

Having 20 stalls of 200 sq ft each is a total of 4,000 sq ft, 7,226 sq ft left from a total of 11,226 sq ft

Measurements for the stalls must have 4 ft tall walls, 10 to 15 ft wide and 10 to 15 ft long. Measurements can be combined in order to fit the vendor's needs.

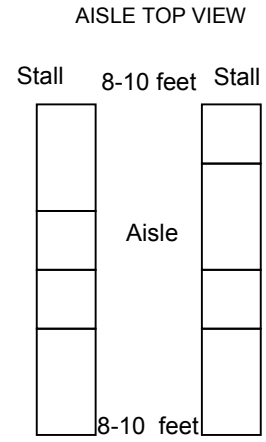
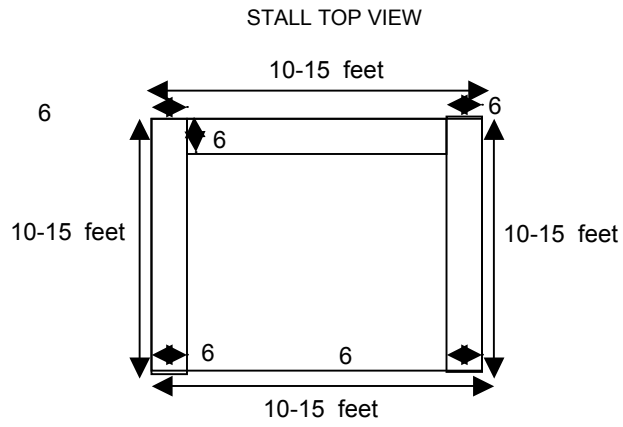
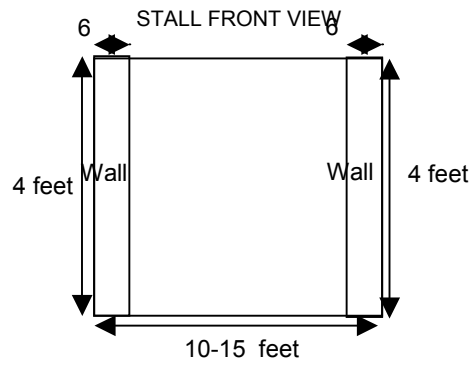
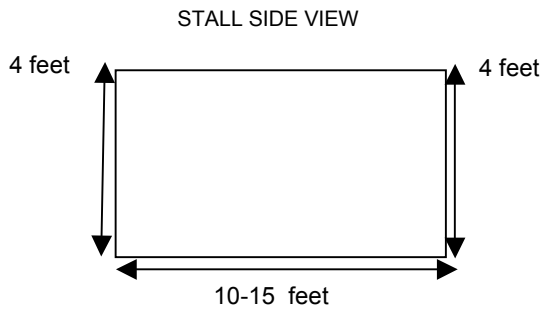
Vendors near the entrance will set the tone for the entire market. Therefore, it is important to carefully select the vendors that will use these stalls.

Vendors selling prepared food, beverages, fruits and vegetables will be located in stalls near the entrance or by ventilated areas to avoid the concentration of odors.

Vendors selling handcrafts, arts, books, ceramics, jewelry, toys, clothing and shoes will be located in stalls far from the main entrance. This will

help lessen shoplifting and invite people to browse other stalls before reaching them.

## ***Stall and Aisle Views***



### ***Leasing Agreement Guidelines***

Leasing agreements will be created by the CDC and enforced by management.

The amount of rent considered for the leasing agreements are:

\$ 3.00 per square feet for established vendors

\$ 2.50 per square feet for start-up businesses

Leasing agreements of 12 months are recommended for local vendors. A two-month deposit and a two-month notice for renewal or cancellation of an existing agreement will be necessary in order to allow a reasonable time to recruit a new business owner and avoid financial losses for El Mercado.

Leasing agreements of 6 to 12 months are recommended for entrepreneurs starting a new business. A one-month deposit and one-month notice for renewal or cancellation of a leasing agreement will be necessary in order fill the vacancy and avoid financial losses.

Leasing agreements for start-up ventures should be more flexible than the leasing agreements for established small business owners.

Common Area Expenses cover expenses such as cleaning and removing garbage, maintenance, security alarms, marketing and public relations. These charges would be assessed on top of rent expenses included on the leasing agreements costs. The total of these charges is divided by the number of vendors.

These and other expenses, such as energy, gas and maintenance, will vary from business to business, depending of the type and size of the business. However, during the first year of operations, each vendor will pay a flat fee in order to help lower their operating costs and insure the Mercado's, and their own, success.

In the second year, these fees must vary from business to business and some will pay more than others, based on the type of business and their size.

The terms and guidelines used on the leasing agreements should be developed by the CDC and management staff, comply with the local laws and leasing agreements regulations of the state of Kansas.

### III FINANCIAL PLAN: FUNDING AND PROJECTIONS

#### *III.1 Funding*

The City of Wichita will fund purchasing of the land and building, the CDC can apply for different Grants to fund start-up costs including development, budgeting and operating costs for the first year. The City of Wichita can also provide loans to small businesses through its economic development programs.

Since El Mercado will be located on public property, the Tax Rebate for Property owners will not apply for small business owners.

Debt financing and equity financing are the most common ways to fund a project using government and private financial sources.

Small Business Investment Companies: Conventional Commercial loans

The U.S. Small Business Administration (SBA) does not currently provide sources to fund El Mercado. However, small businesses may apply for SBA micro-loans. These are administered through non-profit organizations such CDCs. (For a list of funding sources, please refer to the Appendix)

***Donation:*** During the first two years, the author of this report expects to make an in-kind contribution of approximately \$1,500 in donated labor at start-up if requested by sponsors.

***Vendors Financial Pro-formas*** are the individual responsibilities of the each vendor. **The sponsors and management of El Mercado (the market) will only be responsible for the rents the vendors will pay.** However, sponsors must request individual *pro-formas* from vendors to assure the credibility of the vendor's projections.

**Mercado Pro-Formas** are the responsibility of the CDC and Mercado management, once the property and land are obtained, funding is available, and vendors are recruited.

#### *III.2 Cost Projections and Income statement*

El Mercado is expected to operate self-sufficiently within three years of start-up.

***Development Projection:*** Table #1 of this business plan for El Mercado presents an income statement for the first year of operations, based on the numbers of vendors and entrepreneurs recruited.

As the number of vendors grows each year - and start-up entrepreneurs each semester - between year one to year two, the actual cost of operating El Mercado on a yearly basis could decline.

The start-up and development cost will be covered the first year or first six months of the second year of operations. There must be a contingency fund to avoid any financial losses in the beginning of the project because of possible miscalculations.

In the third year, if grants are needed or requested, they must be used to cover extraordinary operating deficits, costs of planning and start-up. The subsidy will decrease and stall fees (depending on the number of vendors) will increase over the two-year period.



## Table #1- Development Projection

### EL MERCADO

Development expenses before starting operations for City of Wichita	Per Month	Square Feet	Land	Sub- totals	TOTALS	GRAND TOTAL
Land Acquisition		11226	\$25,200.00	\$25,200.00		
			<b>Year Built</b>	<b>Building</b>		
Standing Building			1945	\$141,420.00	\$141,420.00	
<b>TOTAL City Investment</b>					<b>\$166,620.00</b>	<b>\$166,620.00</b>
<b>Development expenses before starting operations for CDC</b>						
Calculated for 6 months						
Utilities	\$1,667			\$10,002.00		
Site Improvements	\$6,667			\$40,002.00		
Parking Improvements	\$1,000			\$6,000.00		
<b>TOTAL</b>					<b>\$56,000.00</b>	
<b>Soft Costs</b>						
Insurance (Annual)				\$17,000.00		
Legal				\$2,500.00		
Accounting				\$2,500.00		
Licenses and fees (Annual)				\$30,000.00		
<b>TOTAL</b>					<b>\$52,000.00</b>	
<b>Start-up Costs (one -time)</b>						
(One time expense)						
Opening Promotion				\$2,000.00		
Negative Cash Flow				\$70,000.00		
General Start-Up				\$100,000.00		
<b>TOTAL CDC Investment</b>					<b>\$172,000.00</b>	<b>\$280,000.00</b>
<b>GRAND TOTAL</b>						<b>\$446,620.00</b>

El Mercado will cover its operating costs. This analysis will reinforce the idea that El Mercado is a business. The following table shows the projections of revenues and expenses based on a three-year period:

**Table #2 Operating Income**

<b>INCOME</b>	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>
	20 Vendors	25 Vendors	30 Vendors
Rents	\$144,000.00	\$180,700.00	\$216,090.00
Common Area Charges	\$50,000.00	\$52,310.00	\$54,930.00
Vacancy Lost	-\$30,000.00	-\$25,000.00	-\$20,000.00
<b>Total income</b>	<b>\$164,000.00</b>	<b>\$208,010.00</b>	<b>\$251,020.00</b>

**EXPENSES**

Manager	\$25,000.00	\$27,000.00	\$29,000.00
Assistant Manager	\$20,000.00	\$25,000.00	\$27,000.00
Maintenance	\$18,000.00	\$20,000.00	\$22,000.00
Security	\$18,000.00	\$20,000.00	\$22,000.00
Advertising/Events	\$4,800.00	\$4,910.00	\$5,120.00
Office Supplies	\$701.00	\$752.00	\$794.00
Legal/Professional			
Insurance	\$50,000.00	\$30,130.00	\$30,573.00
Fees/Permits	\$1,000.00	\$1,000.00	\$1,100.00
Utilities (gas &Electricity)	\$10,000.00	\$10,200.00	\$10,359.00
Water & Sewage	\$4,300.00	\$4,560.00	\$5,070.00
Garbage	\$3,589.00	\$3,640.00	\$3,904.00
Maintenance Supplies	\$1,000.00	\$1,000.00	\$1,000.00
<b>Total Expenses</b>	<b>\$156,390.00</b>	<b>\$148,192.00</b>	<b>\$157,920.00</b>

<b>Net Operating Income (NOI)</b>	<b>\$7,610.00</b>	<b>\$59,818.00</b>	<b>\$93,100.00</b>
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Debt Service

<b>PROFIT (LOSS)</b>	<b>\$7,610.00</b>	<b>\$59,818.00</b>	<b>\$93,100.00</b>
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**KEY ASSUMPTIONS**

Operating Months per year	12
Operating days per Month	5
Rent Increase (over Inflation)	2%
Development Cost	\$440,000.00

**VACANCY RATES**

Year 1	25.0%
Year 2	12.5%
Year 3	8.0%
Year 4	6.3%

### **III.3 Risk Assessment: Pros & Cons**

El Mercado, (as any other project) is a very feasible, viable and profitable community development-oriented project if executed well.

There are some key factors to be considered before executing El Mercado Project to avoid financial losses:

<b>Pros</b>	<b>Cons</b>	<b>Action</b>
El Mercado as a project is a new concept for Wichita	Because is a new project, people in the community are skeptical to it	Inform people in the community about the benefits for having El Mercado as a part of the community
There are different organizations wanting to participate in the project	These organizations are following personal goals, or mission for which they were created, which can create misconceptions and miscommunication between parties	Use mediators and recruit key players with the positive attitude to believe and work in the project.
There are people wanting to participate in the project	These potential participants do not have enough information about the project and the Revitalization Project in general.	Provide information to key leaders in the community and to organizations that promote economic and housing development
There are businesses in the area wanting to participate in El Mercado Project	There are misleading activities creating confusion among people. Some of the business owners do not have an appropriate business mentality and their businesses are not in a healthy financial situation	The creation of only one entity to work with the City of Wichita to initialize and develop El Mercado Project
There are financial resources available to use for El Mercado	There is not an entity with the capabilities to reach and recruit potential participants with El Mercado Project to distribute these resources	Provide existing businesses with the information necessary to improve financial operations, and to recruit entrepreneurs
People want a different place, different merchandise to shop	The existing businesses are not able to fit this demand	Provide existing businesses with the information necessary to improve financial operations, and to recruit entrepreneurs
The creation of a CDC is extremely necessary	There is not enough information, sources or participants focused on the creation of a CDC. Possible participants have personal conflicts with other participants	Create a CDC that will work with city government, will reach people in the community, small businesses and entrepreneurs to fund and manage El Mercado
A CDC should recruit potential vendors and promote entrepreneurship	Profits will be affected if a CDC does not recruit enough vendors and entrepreneurs for El Mercado.	To develop a work plan where a CDC sets strategies to recruit potential vendors and to develop entrepreneurship for El Mercado
There are Financial resources to fund El Mercado and to cover start-up and operating expenses for the first year	These financial resources have to be obtained by a CDC. Until now, a CDC has not been created.	To urge participants to work together with the city government to create a CDC in a common agreement between involved parties
Obtaining financial resources to fund and support El Mercado and other small business	To use these resources to fund different programs or activities different than El Mercado or financial support for small business	A selected board, conditions and regulations must be established to control these financial sources, and expenses

## **IV     MARKETING PLAN**

The City of Wichita, the Management team, and the CDC, along with the BDC and community, are all responsible for conducting the appropriate marketing activities to ensure sales and a strong customer base for El Mercado merchants and surrounding businesses. Marketing efforts will include a partnership of activities with the Wichita Conventions and Visitors Bureau; Wichita Mid-Continent Airport; area hotels; the Greyhound bus station; River Fest Sponsors; Renaissance Fest; Fourth of July Celebration; Wichita's Convention and Tourism Bureau; Wine tasting events; Hispanic Day of the Dead (Halloween); the day commemorating Virgen de Guadalupe Day (Lady of Guadalupe Dec. 12); and, any other special, cultural, and / or holiday events or festivals in the city.

The management team is also responsible for promoting El Mercado as an additional destination point when promoting other city events. Media publicity must also be a strategic tool when promoting El Mercado as a starting point to bringing or creating new attractions as well as horse carriage rides and parades along of the 21<sup>st</sup> corridor and some of the commercial streets.

In the first six-eight months of operations, most of the customers at El Mercado will be residents who live within easy walking or driving distance from the International Marketplace.

To a lesser degree, after eight to twelve months, El Mercado will draw customers from outside the neighborhood to include all of Wichita and surrounding towns during this same period. Outreach efforts should also include neighboring states.

Several strategies must be used to attract customers. The principal publicity for the market will consist of flyers and posters distributed throughout the immediate neighborhood and placed in windows of local stores.

Colorful banners attached to light poles along 21<sup>st</sup> street will announce El Mercado. Public Services Announcements (only the first year) placed in local newspapers and aired by popular radio stations also will alert the public.

Announcements will appear in the newsletters and websites of community boards, such as those of the Hispanic Chamber of Commerce, the Greater Wichita Chamber of Commerce, the Wichita Conventions and Visitors Bureau, City of Wichita's Channel 7, and other area organizations.

In large part, people will learn about El Mercado through word of mouth, so information about the market on a large sign will be on display at the site during each market week, re-enforcing the idea that the market is not a one-time event but take place every day of the year including holidays, Christmas and New Year's Eve.

El Mercado should open with a large and far-reaching special event, related to any of the following celebrations: Mexican Independence Day, 5 de Mayo Party, or the commemoration of the Virgen de Guadalupe (Lady of Guadalupe, December 12<sup>th</sup>). This will attract media attention and draw people into El Mercado.

Other events will take place periodically during the year, on weekends.

These festivals will also provide the opportunity for the management team and staff to recruit new start-up entrepreneurs or established small business owners.

#### ***IV.1 Pre-Opening Activities***

- a) Creation of a CDC
- b) Identification of Financial Sources
- c) Securing of Funds
- d) Hiring of management and staff
- e) Recruiting of vendors and entrepreneurs
- f) Marketing
- g) Special Event
- h) Opening

## V APPENDIX

### V.1 *Funding Options*

This is a list of foundations and government agencies where a CDC would obtain financial sources to fund the development, start-up and operating costs of El Mercado during the first two years.

- The National Association of Government Guaranteed Lenders

Is the association of banks and lending institutions that are active in offering SBA loans.

P.O. Box 332

Stillwater, OK 74076

405.377.4022, fax: 405.377.3931

- SCKEDD: 209 E. William, Suite 300, Wichita KS 67202,

Toll Free (800) 326.8353

- National Association of Small Business Investment Companies

These are private companies licensed by the SBA

666 11<sup>th</sup> street, N.W. Suite 750

Washington, DC 20001

202.628.5055, fax: 202.628.5080

[www.nasbic.org](http://www.nasbic.org)

- US Department of Health and Human Services

Office of Community Services Funding Opportunity

Assets for Independence Program

1515 Wilson Blvd, Suite 100

Arlington, VA 2209

- Knight Foundation

Wachovia Financial Center, Suite 3300

200 S. Biscayne Blvd

Miami, FL 33131-2349

➤ US Department of Commerce

Economic Development Administration

US Department of Commerce, Economic Development Administration

14<sup>th</sup> & Constitution Ave., N.W

Washington, DC 20230

➤ Verizon Foundation

Verizon Foundation

1095 Ave of the Americas, Room 3200

New York, NY 10036

➤ Kresge Foundation

P.O. Box 3151

Troy, MI 48007-3151

## V.2 The Concept of El Mercado

Historically, the Public Market (Mercado Publico or tianguis) was known as the trade in produce that arrived in the city by canoe or on the backs of human porters filled the *tianguis* (markets), which, as in the case of the Tlatelolco market, offered every possible good and product for sale or trade.



Over the years, the concept of Public Market (Mercado Publico or tianguis) changed to meet the changing demands of the communities and as part of the human development.



In order to avoid problems such as the ones faced in some public markets (Mercados) in Mexico, Venezuela and Colombia, environmental, health, traffic and public safety regulations must be established and enforced.





Traffic and pollution due to garbage

Theft and violence in some on the street  
Public Markets (Mercados) in Mexico



Plaza Garibaldi in Mexico is one of the most famous places in Mexico promoting local musical talent like the Mariachi bands. However, during the 1970's this was known as one of the areas with the highest crime rate. Since then, the City Government has taken strategic measures to reduce the crime rate and make market place more attractive

In the past, the success of the Public markets (Mercados Públicos) was due to the fact that emerging merchants could sell just about anything, in a feasible place that did not require major out-of-pocket expenses, and where almost no regulations were enforced. The stands (puestos) were located on the floor, the streets or sidewalks.



In many cases clothing stands interferes with sidewalk traffic

Health regulating practices  
are not enforced

As an initiative to begin to change some of these issues, new buildings were planned in the communities to provide a space for merchants who were willing to reorganize their commercial activities. This not only improved local economy but it new entrepreneurs the opportunity to become successful business owners.



La Plaza, Local  
Craft Market  
Morelia,  
Michoacan

### ***V.3 Successful Mercados in the US***

#### **Los Angeles, California**

##### **El Pueblo de Los Angeles, Olvera Street (for pictures see Appendix)**

Los Angeles has its origins in El Pueblo de Los Angeles, settled in 1781 by 11 Mexican families. Today, this 44-acre park protects the city's first church, firehouse and theater, as well as the 1818 Avila Adobe-the oldest existing house in the city-and other historic sites.

Part of the success of this commercial area is due to the strong financial support from the City of Los Angeles, local entrepreneurs and the implementation of business tax reforms that enhance the fairness of City tax laws.

#### **San Antonio, Texas**

##### **San Antonio Market Square/El Mercado de San Antonio**

From early morning until late at night, Market Square is alive with activity. Visitors browse through the 32 shops at "El Mercado," an area patterned after an authentic Mexican market. In addition, there are 80 specialty shops in Farmers Market Plaza. Market Square is also the scene of many festivals where food and beverage booths alongside the Guadalajara lamps combined rhythm, culture and history.

#### **Lancaster, Pennsylvania**

##### **Central Market Lancaster Pennsylvania**

Central Market, located at Penn Square, is the country's oldest publicly owned, continuously operated farmers market. The site itself has been used as a market since the 1730's. Originally, there was an arcaded market at the rear of Old City Hall and under the Masonic Hall.

#### **Washington, DC**

##### **Eastern Market Washington, DC**

##### **The South Hall Market**

There's nothing like getting fresh bread, cheese, meats and produce from a local venue - particularly from a venue where the merchants know your name and anticipate your purchases. South Hall has everything you could want: butchers, seafood vendors, a dairy and a bakery, a flower shop and

several produce vendors. There is even a sit-down diner- Market Lunch - renowned for its crab cakes.

### **Cincinnati Ohio**

#### **Findland Market, Cincinnati, OH**

Historic Findlay Market is Ohio's oldest continuously operated public market and one of Cincinnati's most cherished institutions. The Market is located on Elder Street between Elm and Race, just blocks from downtown in Over-the-Rhine, a dense historic neighborhood rich in 19th century architecture. Open Wednesday through Saturday, Findlay Market is home year-around to about two dozen indoor merchants selling meat, fish, poultry, produce, flowers, cheese, deli, and ethnic foods. On Saturdays from April to November, the Market also hosts a thriving farmers market, dozens of outdoor vendors, numerous street performers, and many special events.

### **Los Angeles, California**

#### **Grand Central Market**

Experience the international diversity of Los Angeles at the Grand Central Market. Offering fresh fruits, vegetables, meats, poultry and fresh fish from California and around the world, the Grand Central Market has been a hub of bustling activity since 1917.

### **Baltimore, MD**

#### **Lexington Market, LEXINGTON MARKET, Rich in American History**

Baltimore's fragrant, gleaming Lexington Market, the world's largest, continuously running market for more than six generations, marks its 220th anniversary this year. Old as the nation itself, Lexington Market has been a wonderful Baltimore tradition since 1782 at the original site it occupies today, on Lexington Street, between Eutaw and Greene Streets.

### **Columbus, Ohio**

**North Market, The North Market has been central Ohio's "SUPER MARKET" since 1876.**

Where else can you shop for meats, cheeses, fish, baked goods, produce, ethnic foods, gourmet products, flowers and unique gifts, while enjoying some of the best people watching in the city? Come by for coffee or lunch

and bring your shopping list because you can find most everything you need at the North Market.

### **Seattle, Washington**

#### **Pike Place Market**

The Pike Place Market is the soul of Seattle. Continuously operating for nearly a century, the Market's traditions, products, and people create a unique shopping destination and a thriving community.

The Pike Place Market began on August 17, 1907. Nearly a century after its founding, the Market remains a vital part of Seattle's social and economic fabric. The nine-acre historic district is the Soul of Seattle and a national treasure.

### **Little Rock, Arkansas**

#### **River Market**

The seven and one half acre site was originally designed and built, in 1987, as a multi-use stage and amphitheatre and held its' first "for-pay" event in 1989. Due to the popularity and success of the venue, it was clear that some refinement would be required in order to serve citizens and performers more effectively and safely.

Consequently, in 1994 a planning process began that has evolved to include 1,375 reserved seats and 9,125 lawn seats, permanent restrooms, dressing rooms for entertainers, and enhanced walkways.

### **Wilmington, Delaware**

#### **Riverfront Market, Realizing the Vision**

Almost 8 years ago, the General Assembly established the Riverfront Development Corporation of Delaware (RDC) to create economic vitality along Wilmington's Christina River. Guided by The Vision for the Rivers, the report generated by the Governor's Task Force on the Future of the Brandywine & Christina Rivers, the RDC embarked on its mission of transforming an industrial wasteland into a thriving destination rich in history and filled with recreational, cultural, retail and culinary attractions.

***Source for this section: Information was taken directly from official Market websites.***

## **V.4 Survey Methodology**

Each question was considered as a whole: 100%. Percentages are taken from 2,000 samples as a median to calculate percentages on each question as follows:

\*Each question (#) =100%, each poll was considered as a 100%, 200 people interviewed =100% of the question, 70 interviewed people=70-75%, 20 interviewed people=20%-25%.

\*(Source by Statistics Tools for the Modern Researcher, Author, Marc Mc Mihn, Edition 1999, pg 120-132, New Times Publication)

1- 30% of people interviewed with a specific question suggested hand-made and imported crafts to be sold at the Public Market (Mercado Público)

2- 50% of people interviewed with a specific question, suggested prepared Hispanic food different to fast food sold in some Hispanic restaurants

3- 80% of people interviewed with a specific question, suggested ethnic and folkloric clothes, shoes, belts, dresses, traditional toys and costumes not only from Mexico, but different countries of Latin America.

4- 10% of people interviewed with a specific question, suggested ethnic / Hispanic specialty beverages (no regular beverages found in retail stores and supermarkets). Some of these people wanted this product from different countries of Latin America.

5- .03% of people interviewed with a specific question, suggested same existing merchandise but less expensive

6- 50% of people interviewed with a specific question, suggested lower prices in everything (not specified)

7- 75% of people interviewed with a specific question, suggested ethnic/Hispanic master pieces, paintings, ceramics, and sculptures at low prices

8- 40% of people interviewed with a specific questions, suggested educational material and Hispanic / Latin American history literature

9- 20% of people interviewed with a specific questions, suggested having place a where to get educational, information related to social work and health organizations

10- 80% of people interviewed with a specific question, suggested giving more exposure to local artists (fine arts, and musicians) and a better explanation of the Hispanic / Latin American culture and traditions to other cultures and communities

12- 75% of interviewed people, with specific question, would like to shop at El Mercado (Public Market) if new merchandise and novelties are offered

13-Same 75% of interviewed people, with specific question, would like to shop at El Mercado (Public Market) if it would turn in a safer, cleaner more commercial area.

14- 10% of interviewed people, with specific question, were from out of town. They would like to visit a different place in Wichita to shop different type of merchandise

15-These areas are to be considered as primary trade areas defined as the geographic regions from which most of El Mercado's out-of-town customers will come

## Questionnaire Structure (English)

Age:	<input type="text"/>	Head of household:	<input type="text"/>
Sex:	<input type="text"/>	Yearly Income:	<input type="text"/>
Occupation:	<input type="text"/>	Race:	<input type="text"/>
Children:	<input type="text"/>	Property Owner:	<input type="text"/> Rent
Marital Status:	<input type="text"/>	Area:	<input type="text"/>

- 1.- Do you live in Wichita?  Yes  No  
If not, where do you live? \_\_\_\_\_
- 2.- If not, what brought you to Wichita?  
a) Entertainment  c)Visiting Family   
b) Special Event  d) Other \_\_\_\_\_
- 3.- Are you familiar with the Hispanic businesses located in the north area and the Commercial Corridor on 21st street?  Yes  No  
If yes, please mention names \_\_\_\_\_
- 4.- Have you ever done any shopping from Hispanic businesses?  
If no, please explain  
Unsafe area  Yes  No No recreational area  Yes  No  
No variety of merchandise  Yes  No Trash  Yes  No  
Not an attractive shopping area  Yes  No Other \_\_\_\_\_
- 5.- If yes, what attracted you there and what did you buy?  
Merchandise:  Environment   
Prices  Culture   
Services  Special Event   
Food  Other
- 6.- Would you prefer to do shopping at malls and supermarkets?  Yes  No  
Please explain why \_\_\_\_\_
- 7.- Are you familiar with any Hispanic special celebration in the North Area along 21st street? If yes, please mention:  Yes  No  
\_\_\_\_\_
- 8.- Do you know what a public market (Mercado Publico) means?  Yes  No  
Please explain \_\_\_\_\_
- 9.- Do you think that a Public Market (Mercado) would promote improvement of the local economy of the small businesses and image of the North Area on the 21st street?  Yes  No  
Please explain \_\_\_\_\_
- 10.- Do you think a Public Market(Mercado) would attract more visitors and tourism to Wichita?  Yes  No  
Please explain \_\_\_\_\_
- 11.- What kind of merchandise would you like to see available at the Hispanic businesses?  
a Hispanic/Ethnic specialty merchandise   
(clothes, shoes, toys. crafts, art, books  
beverages, pottery, paintings)  
(Unique, hand made or imported)  e Prepared food   
b Mixed Merchandise  f Flower Shops   
c Vegetables and fruits (Fresh Produce)  g Ethnic Specialty Beverages

d Seeds and grains 

--

 h Other 

--

f Sea food 

--

12- What would you like to see happen to improve the image of the North Area along 21<sup>st</sup> street? Please explain \_\_\_\_\_

13- Would you be interested in participating as a vendor at the Public Market (Mercado Publico)?

Yes	No
-----	----

If yes, what merchandise would you sell? \_\_\_\_\_

14- If yes, what information, sources and guidance would you need to start a business at El Mercado (Public Market) \_\_\_\_\_

15- Are you familiar, have contacted or belong to one of the following organizations and why?

**Op** Wichita Chamber of Commerce

Yes	NO
-----	----

Local Banks

Yes	NO
-----	----

Hispanic Chamber of Commerce

Yes	NO
-----	----

Neighborhood Association

Yes	NO
-----	----

21st Street Business Association

Yes	NO
-----	----

WCVB

Yes	NO
-----	----

Small Business Administration (Local Branch)

Yes	NO
-----	----

Other (mention name)

Yes	NO
-----	----

World Trade Center (Local Branch)

Yes	NO
-----	----

16 Are you a business owner?

Yes	No
-----	----

**Op** \_\_\_\_\_

17- How do you consider the financial situation of your business?

Excellent	Good	Poor	Surviving
-----------	------	------	-----------



## Questionnaire Structure (Spanish)

<b>Edad</b>	<input type="text"/>	<b>Responsable de familia</b>	<input type="text"/>
<b>Sexo:</b>	<input type="text"/>	<b>Sueldo anual</b>	<input type="text"/>
<b>Ocupacion:</b>	<input type="text"/>	<b>Raza:</b>	<input type="text"/>
<b>Niños</b>	<input type="text"/>	<b>Propietario de su casa:</b>	<input type="text"/> <b>Rent</b>
<b>Marital</b>	<input type="text"/>	<b>Area:</b>	<input type="text"/>

- 1.- Vive en Wichita:  
Si no, donde vive?
- Si  No
- 
- 2.- Si no, que lo atrajo a Wichita?  
a) Entretenimiento  
b) Evento Especial
- c) Visitando Familiares   
 d) Otro
- 
- 3.- Esta familiarizado con los negocios Hispanos ubicados en el Area Norte en el Corredor Commercial de la Calle 21st?  
Mencione algunos nombres
- Si  No
- 
- 4.- Ha comprado alguna vez en los negocios Hispanos?  
Si no, por favor explique  
Area sin seguridad  
No hay variedad en la mercancia  
No es una area comercial atractiva
- |   |                       |  |
|---|-----------------------|--|
| <input type="text"/> Si <input type="text"/> No | No es area recreativa | <input type="text"/> Yes <input type="text"/> No |
| <input type="text"/> Si <input type="text"/> No | Basura                | <input type="text"/> Yes <input type="text"/> No |
| <input type="text"/> Si <input type="text"/> No | Otro                  |  |
- 
- 5.- Si ha comprado en esa area, que lo motivo a comprar?
- |            |                      |                     |                      |
|------------|----------------------|---------------------|----------------------|
| Mercancia: | <input type="text"/> | Ambiente:           | <input type="text"/> |
| Precios:   | <input type="text"/> | Cultura:            | <input type="text"/> |
| Servicios: | <input type="text"/> | Eventos Especiales: | <input type="text"/> |
| Comida:    | <input type="text"/> | Otro:               | <input type="text"/> |
- 
- 6.- Prefiere hacer compras en supermercados o centros comerciales?  
Por que?
- Si  No
- 
- 7.- Conoce algunas de las celebraciones Hispanas celebradas en el Area Norte en la calle 21st?, Por favor mencione
- Si  No
- 
- 8.- Sabe que lo que un Mercado Publico significa?  
Por favor explique
- Si  No
- 
- 9.- Piensa que un Mercado Público podría promover el desarrollo economico de pequeños y la imagen del Area Norte y la calle 21st?  
Por favor, explique
- Si  No
- 
- 10.- Piensa que un Mercado Publico podria atraer mas turismo y visitantes a Wichita?  
Por favor, explique
- Si  No
- 
- 11.- Que tipo de mercancia le gustaría que se vendiera en los negocios Hispanos y en El Mercado?
- a Mercancia especializada en la etnicidad Hispana  
ropa zapatos, juguetes tradicionales. artesanias, obras de arte, libros  
bebidas Hispanas/Latinas, ceramica, pinturas)  
que sean unicas, importadas o hechas a mano
- e Diferentes tipos de comida preparada   
 f Flores exoticas Hispanas/Latinas   
 g Bebidas preparadas en paises latinos
- b Mercancia Combinada
- c Frutas y Vegetales (producto fresco)

d Semillas y granos 

--

 h Otro 

--

f Comida del Mar 

--

12- Que piensa que es necesario para mejorar la imagen del Area Norte en la calle 21st?  
Por favor explique? \_\_\_\_\_

13- Le gustaria participar como vendedor en el Mercado Publico?

**Op** Que mercancia podria vender?

Si	No
----	----

14- Que informacion, guia o recursos necesitaria para empezar un negocio en El Mercado Publico?

**Op**

15- Conoce, pertenece o ha contactado alguna de estas organizaciones?

**Op** Camara de Comercio de Wichita

Camra de Comercio Hispana

Asociation de Negocios de la Calle 21<sup>st</sup>

Administration de Pequenos Negocios

World Trade Center

Si	NO
Si	NO
Si	NO
Si	NO
Si	NO

Bancos locales

Asociacion de Vencindarios  
Centro de  
Convenciones

Otro

Si	NO
Si	NO
Si	NO
Si	NO

16 Es Usted propietario de algun negocio?

**Op**

Si	No
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17- Como considera la situacion financiera de su negocio?

Excelente	Buena	Pobre	Sobreviviendo
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